

## **TAX INCREMENT FINANCING (TIF) STUDY COMMISSION**

**DATE:** March 29, 2012

**CALLED TO ORDER:** 7:02 p.m.

**ADJOURNED:** 9:03 p.m.

### **ATTENDANCE**

#### ATTENDING MEMBERS

Steve Talley, Chairman  
Billie Breaux  
Kris Butler, proxy for Deron Kintner  
William Crawford  
Brian Mahern  
Ed Mahern  
Jeff Spalding  
Ryan Vaughn

#### ABSENT MEMBERS

### AGENDA

Introduction of Commission Members  
Commission Charge, Operating Guidelines and Timeline  
A description of TIFs  
An Overview of TIF Use  
TIF – Marion County Landscape – Overview

## **TAX INCREMENT FINANCING (TIF) STUDY COMMISSION**

The Tax Increment Financing (TIF) Study Commission met on Thursday, March 29, 2012. Chair Steve Talley called the meeting to order at 7:02 p.m. with the following members present: Billie Breaux, Kris Butler, William Crawford, Brian Mahern, Ed Mahern and Ryan Vaughn. Arriving shortly thereafter was Jeff Spalding.

Chair Talley asked the Commission members to introduce themselves and indicate which office or position they represent.

Chair Talley gave a brief overview of the TIF Commission that was established by the City-County Council on March 5, 2012. Some key points included that the TIF Commission was established to:

- Examine and investigate current economic development policies and procedures relating to the use of TIF in Marion County
- To hold public hearings and take public input
- To report to the Council findings and recommendations for improvement

Chair Talley asked City-County Councillor Brian Mahern to give a brief overview of the reason for the TIF Commission. Councillor Mahern stated that local government in Marion County is in a funding crisis. He said that since 2008, local government units in Marion County such as the City and County, schools, libraries and IndyGo have collectively lost more than \$366 million in property tax revenue due to the circuit breaker tax caps. Councillor Mahern said that County Option Income Taxes (COIT) are down \$85 million from their peak, and recently, the City has learned about the budget problems for public safety. Councillor Mahern stated that with property tax caps in effect, one of the few ways to increase property tax revenue is by increasing the amount of taxable property either through new development or improvements to existing property. Some economic redevelopment and developments are key to solving the funding crisis. Councillor B. Mahern stated that understanding TIFs has not been easy for policymakers such as the Council or other officials who are charged with its approval and implementation. He said that the flow of information about the current TIF districts' revenue and debt has been slow and incomplete. The reason for the incomplete transparency and lack of a comprehensive view of TIFs in Marion County needs to be quickly addressed if public confidence in TIFs is to be preserved. Councillor Mahern stated that there needs to be a better understanding where TIFs work best and where it does not work well. He said that Tax Increment Financing might benefit from the establishment of new performance expectations, more targeted use and better measuring of its impact and effectiveness in achieving defined goals.

Bruce Donaldson, Attorney, Barnes & Thornburg, reviewed a PowerPoint presentation, in detail which is attached as Exhibit A. Some key points are:

- Basic Concepts
  - The Metropolitan Development Commission (MDC) serves as the redevelopment commission of the consolidated City of Indianapolis.
  - The MDC may designate all or a portion of any redevelopment area or economic development area as an allocation area for the purpose of capturing incremental new taxes.
  - The redevelopment statute requires the Indiana Department of Local Government Finance (DLGF) to adjust the base assessed value after each general reassessment of property.
  - The redevelopment statute also contains special provisions allowing the MDC to create a housing program in an area that meets certain statutory requirements.
- Process for creating a Redevelopment or Economic Development Area
  - The MDC adopts a declaratory resolution.
  - Allocation areas established between July 1, 1995 and June 30, 2008, were required to have an expiration date of not more than thirty years.
  - The City-County Council must approve the declaratory resolution and plan.
  - The MDC publishes notice and conducts a public hearing to either confirm, modify or rescind the resolution.
- Issuance of Bonds
  - MDC bonds versus economic development bonds are issued by the City
  - Security of bonds may be established from one or more sources: "pure" TIF revenue, TIF bonds with property tax back-up, TIF bonds with developer or company back-up and "moral" obligation bonds
- Permitted use of TIF Revenue
  - Used for capital project expenditures in or directly serving or benefiting a designated economic or redevelopment area
  - Commonly used for public infrastructure, but may be used for site acquisition, clearing and improvements for projects
  - May be used to reimburse the City for expenditures made by the City
  - May not be used for operating expenses of the MDC
- Impact of Property Tax Legislation
  - Requires that the Council must now approve the establishment or expansion of any redevelopment, economic development or allocation area
  - Requires MDC to make affirmative decision before July 15<sup>th</sup> each as to the need to capture incremental tax revenue for the following budget year
  - Provides a mechanism for TIF replacement in an allocation area if TIF revenue has been lost due to laws enacted by the General Assembly or actions taken by the DLGF

William Crawford, State Representative, asked what will happen if a nontax-exempt property is included in a TIF district, and if that district would have the right to capture

100% of the assessed value (AV) increase.. Mr. Donaldson said that if there is a property that is exempt at the time created, then the assessed valuation could be included in the increment. Representative Crawford asked if the TIF replacement levy goes back to the property taxpayers. Mr. Donaldson answered in the affirmative. Rep. Crawford asked if the impact on the tax caps would be limited to the allocation in the TIF district or applicable to the entire county. Mr. Donaldson stated that he would have to look into an answer for that question. Jeff Spalding, City Controller, Office of Finance and Management (OFM), stated that a few years back there was a TIF replacement levy and he believes that it did apply to the entire consolidated city taxing district.

Councillor Mahern asked if the bonds are related only to issuances relative to TIF or if the bonds are generally used for economic development or redevelopment. Councillor Mahern asked if general obligation bonds are included but going by a different name or if that is not something that was included. Mr. Donaldson stated that he did not include general obligation bonds; only included the types of bonds that can be payable from TIF. Councillor Mahern asked if the bonds can be used to acquire debt as a general obligation, as a levy on property taxes and to do the kinds of infrastructure that TIF is used for today. Mr. Donaldson answered in the affirmative.

Ryan Vaughn City-County Councillor asked if Mr. Donaldson could elaborate on permissible uses of TIF, whether or not it is used in the physical area designated in the TIF. Mr. Donaldson said that there is a supplemental TIF chapter that permits the MDC to finance projects that are not physically located in the area if they directly serve or benefit that area.

Michael Huber, Deputy Mayor for Economic Development, reviewed a PowerPoint presentation, in detail which is attached as Exhibit B. Some key points are:

- TIF Administration and Implementation
  - In the last four years, Mayor Ballard's Administration proposed expanding TIF one time for the Dow Agro Science.
  - TIF is a tool to capture some economic activity around the City's tax exempt institutions.
  - Developers will have a hard time requesting a TIF incentive if they have not worked with the community.

Councillor Mahern asked what other ways in which to provide for economic development the City looks at in terms of understanding that the need is not for TIF, but is for help in developing the community. Mr. Huber said that the most common is tax abatement, and it is requested in areas where a company or organization, in partnership with a developer, is trying to put in a development outside a TIF district. He also said that another tool is infrastructure support from the City.

Mr. Crawford asked Mr. Huber to expand on the Indiana Avenue and Stadium Drive project and the TIF, and how it relates to the funding of those projects. Mr. Donaldson

said that every dollar of TIF does not translate into a dollar that would have gone into another taxing unit, because the taxing units lose the Assessed Value (AV) that would have gone into their budget, and could have reduced tax rates by having that additional AV.

Ed Mahern, Metropolitan Development Commission Chair, said that in the last few years, funds have been transferred out of the consolidated TIF. He asked if Mr. Huber can elaborate on that. Mr. Huber said for example, with the CityWay project, the City used the downtown consolidated TIF as a credit enhancement to help the developer achieve a low interest rate for a portion of the project to help close the gap.

Billie Breaux, Marion County Auditor, stated that the economic development outweighs the redevelopment portion of TIF. She asked if there was a long-range plan in place. Mr. Huber said that the City's goal is to look at the taxes. He said that property taxes are capped; local government's most flexible source of revenue in the future is income tax. Mr. Huber said that the economic and redevelopment goes hand-in-hand because many of these companies that want to be downtown or in the urban core neighborhoods also hire more employees who are closer to downtown rather than in the urban areas.

Mr. Spalding asked if it is more difficult to attract private investment into a blighted area than it is in another area, and if that is a factor in determining how the City decides whether to do a redevelopment or economic development project. Mr. Huber said that is correct.

Councillor Mahern asked what the impact of this TIF is on the other local units that depend on that property tax. Mr. Huber said that the key is to be as transparent as they can. He said that if they have not done a good job of that, there is a check and balance with the MDC review.

Mr. Spalding and Maury Plambeck, Director, Department of Metropolitan Development (DMD), reviewed a PowerPoint presentation, in detail which is attached as Exhibit C. Some key points are:

- Jeff Spalding – Impacts of TIF Districts on other taxing units
  - Economic development to improve the community and tax base
  - Project is poorly conceived from the beginning
  - Bad investment
  - Erosion of debt base
  - Unmanaged AV capture
  - Tax funds that support taxing units are levy controlled
- Maury Plambeck – Benefits and Weaknesses within different TIFs
  - United Northwest Area (UNWA) and Redevelopment TIF allocation area was created in 1995
    - Plans for UNWA were much broader than the TIF funds available to pay for them

- Fall Creek Place is a Housing TIF that received a Home Ownership Zone grant from Housing and Urban Development (HUD)
- Fall Creek Place has new water and sewer hook-ups
- Zionsville Road and 86<sup>th</sup> Street TIF area
  - Created in 1991 to help Dow Agro Services to stay in Marion County
  - Partnership between Eli Lilly and Dow
  - TIF created to help with infrastructure for Dow's expansion

Councillor Mahern asked at one point, if the City is responsible for providing infrastructure as a basic service. Mr. Plambeck said that he does not have an answer for that. He said it is clear that there is not enough revenue to upgrade the entire infrastructure that the City has. Councillor Mahern asked if there is something that prevents the City from saying that they are going to acquire long-term debt to fund infrastructure and support that with property taxes. Mr. Spalding said that there is no way to establish or capture a dedicated revenue stream to pay off the bonds.

Mr. Mahern asked Mr. Spalding if the City is facing some financial challenges after taking \$40 million out of the consolidated TIF to help balance the budget, and finding themselves short \$30 million for this year. Mr. Spalding said that is a clear indication of financial difficulties and challenges that need to be worked through. Mr. Mahern asked if Mr. Spalding has any idea where the increase in AV has taken place in the last 10 years. Mr. Spalding said that some of that information will be presented at future TIF meetings.

Councillor B. Mahern asked how periodically and how specific the reports are that are filed by the various TIF districts. Mr. Plambeck stated that the only reporting is the July reporting. Mr. Spalding added that it is the AV capture reporting.

#### Public Testimony

Pat Andrews, citizen, asked if a TIF could be extended by creating new projects that need to be funded by that particular TIF and thereby giving it a new 25-year life or if that TIF can be renewed by the MDC, again giving it more than a 25-year life. Mr. Donaldson stated that the TIF cannot be extended. If the Commission or someone wanted to create another TIF area, then they would have to create a new base, which means everything that has been incremented up to that point would then become base assessed value.

Richard Hunter, Settlements Director, Marion County Auditor, stated that the Auditor's office has been certifying less and less AV over the years and by certifying less, it has grown to the fact that there is less money going to the units. Mr. Spalding said that the AV can be passed onto the base and help the other units, but in many cases, there are still the debt issues that help spur the initial investment that still has to be paid off.

Tax Increment Financing Study Commission

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Leif Hinterberger, citizen, asked if it is the Commission's goal is to delay the TIF process. Chair Talley stated that as Chair of the Metropolitan and Economic Development Committee, they are not going to pass any proposal related to TIF out of the committee until the Commission finishes its work.

There being no further business, and upon motion duly made, the meeting was adjourned at 9:03 p.m.

Respectfully Submitted,

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Steve Talley, Chairman

ST/lw

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INDIANAPOLIS AND OF MARION COUNTY,  
INDIANA**

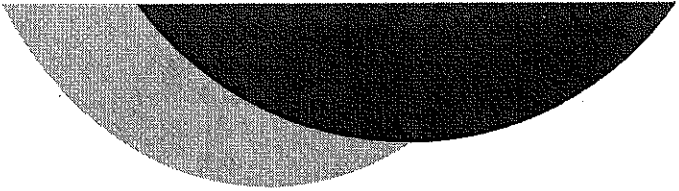
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**PRESENTATION TO TAX INCREMENT  
FINANCE (TIF) STUDY COMMISSION**

**Legal Foundation for Tax Increment Financing**

**March 29, 2012**





## Basic Concepts and Definitions

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- The Metropolitan Development Commission (MDC) serves as the **redemption commission** of the consolidated City of Indianapolis
- The MDC has jurisdiction over the **redemption district** of the City, which is a special taxing district having the same boundaries as the consolidated City
- Within the redevelopment district, the MDC may designate **redemption areas** or **economic development areas** as targeted areas for redevelopment or economic development activities, and approve a **redemption plan** or **economic development plan** for each area so designated

## Basic Concepts and Definitions (con't.)

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- The MDC may (but is not required to) designate all or a portion of any redevelopment area or economic development area as an **allocation area** for purposes of capturing incremental new taxes in the area commonly known as "tax increment" or "TIF"
- After an allocation area is established, all of the assessed value in the area as of the immediately preceding March 1 plus property assessed as residential (the **base assessed value**) continues to generate property taxes for various taxing units located in the area, while subsequent increases in assessed value due to new investments in that area (**incremental assessed value**) are temporarily captured and set aside—the new property taxes generated from that new assessed value (TIF) are deposited into an **allocation fund** under the control of the MDC and may be used for the redevelopment or economic development purposes described in the plan

## Basic Concepts and Definitions (con't.)

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- NOTE: the redevelopment statute requires the Indiana Department of Local Government Finance to adjust the base assessed value after each general reassessment of property and after each annual adjustment to assessed values (commonly known as "trending"), in order to neutralize the effects of these adjustments on TIF revenues
- Allocation areas generally capture only increases in **real property** assessed values, but there are special provisions that allow the capture of **depreciable personal property** assessed value of **designated taxpayers** for certain types of projects



## Basic Concepts and Definitions (con't.)

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- The redevelopment statute also contains special provisions allowing the MDC to create a **housing program** if an area meets certain statutory requirements, which then allows the base assessed value for the allocation area to include only the assessed value of the land in the area as of the immediately preceding March 1 (existing improvements become part of the incremental assessed value)



## Process for Creating a Redevelopment Area or Economic Development Area

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- The MDC adopts a **declaratory resolution** creating the redevelopment area or economic development area and approving a redevelopment plan or economic development plan for the area
  - If an allocation area is to be established, the declaratory resolution must include the allocation provisions
  - Allocation areas established prior to June 30, 1995, were not required to include an expiration date

## Process for Creating a Redevelopment Area or Economic Development Area (con't.)

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- Allocation areas established between July 1, 1995, and June 30, 2008, were required to have an expiration date of not more than thirty (30) years
- Allocation areas established after June 30, 2008, are required to have an expiration date of not more than twenty-five (25) years after the date on which the first bond or lease rental obligations payable from TIF in the area are incurred
- Even prior to the formal expiration of an allocation area, the MDC is required on an annual basis (prior to each July 15) to determine whether it will need all of the TIF from the area for the following year's budget, and may pass through excess assessed value to the underlying taxing units

## Process for Creating a Redevelopment Area or Economic Development Area (con't.)

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- The City-County Council must approve the declaratory resolution and the plan
- The MDC publishes a notice of public hearing on the declaratory resolution at least ten (10) days in advance of the public hearing
- If the declaratory resolution includes the designation of an allocation area, the MDC must file an **impact statement** along with a copy of the public hearing notice with each taxing unit that is located in whole or in part in the allocation area

## Process for Creating a Redevelopment Area or Economic Development Area (con't.)

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- The MDC conducts a public hearing on the declaratory resolution, and following the public hearing may adopt a resolution confirming, modifying and confirming, or rescinding the declaratory resolution (if confirmed, this resolution is commonly referred to as the **confirmatory resolution**)
- If an allocation area has been established, certain filings are made with the County Auditor and the Indiana Department of Local Government Finance
- Any amendments to a declaratory resolution or plan (including amendments to any allocation area) must go through the same approval process required for the original establishment of an area, including City-County Council approval





## Issuance of Bonds

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- Traditional MDC bonds versus economic development revenue bonds issued by the City
- Sources of security for bonds: "pure" TIF revenue bonds, TIF bonds with property tax back-up, TIF bonds with a developer or company back-up, "moral obligation" TIF bonds

## Permitted Uses of Tax Increment (TIF) Revenue

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- Generally may be used (directly or through bonding) for capital project expenditures in or directly serving or benefitting a designated redevelopment area or economic development area
- For direct "pay as you go" projects, the MDC may contract for the construction of the project, or may fund the project through grants or loans to a "neighborhood development corporation"
- TIF is commonly used for public infrastructure but may also be used for site acquisition, clearing and improvements for projects
- TIF may be used to reimburse the City for expenditures made by the City for local public improvements in or physically connected to the allocation area

## Permitted Uses of Tax Increment (TIF) Revenue (con't)

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- TIF may be used on a limited basis to reimburse public and private entities for expenses incurred in training employees of industrial facilities located in the allocation area
- TIF may be used to pay the costs of carrying out an "eligible efficiency project," defined as a project necessary or useful to carry out an interlocal cooperation agreement between two governmental entities, or a project necessary or useful to the consolidation of local government services
- TIF may not be used for operating expenses of the MDC

## Impact of Recent Property Tax Legislation

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- Added the requirement that the City-County Council must now approve the establishment or expansion of any redevelopment area, economic development area and allocation area (under previous law City-County Council approval was not required)
- Reduced maximum permitted term of TIF bonds and leases from fifty (50) years to twenty-five (25) years
- Required MDC to make affirmative decision before each July 15 as to the need to capture TIF for the following budget year, and to provide notice of its decision to the County Auditor, the City-County Council, and each taxing unit located in whole or in part in the allocation area (under prior law the TIF was presumed captured unless the MDC made an affirmative decision not to capture and so notified the County Auditor only)



## Impact of Recent Property Tax Legislation (con't.)

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- Provided a mechanism for TIF replacement in an allocation area if TIF revenue has been lost due to laws enacted by the General Assembly or actions taken by the DLGF
  - General TIF replacement mechanisms available to all redevelopment commissions: (1) TIF replacement levy, (2) reduction in base assessed value, or (3) special assessments on taxpayers in allocation area
  - TIF replacement mechanism available only in Indianapolis Consolidated Redevelopment Allocation Area: personal property tax revenues

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INDIANA**

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**PRESENTATION TO TAX INCREMENT  
FINANCE (TIF) STUDY COMMISSION**

**TIF Policy and Strategic Issues**

**March 29, 2012**

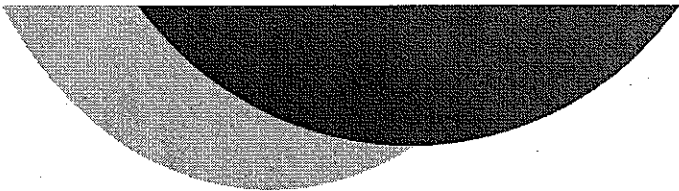


## Policies on TIF District Boundaries

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The City's current internal policy on TIF includes the following goals:

- Districts should support neighborhood goals and/or quality-of-life plans
- Should connect future redevelopment sites and identify "catalyst projects" within the district
- Corridor-focused – sets the stage for future transit improvements and transit-oriented development
- Should promote connectivity: connecting neighborhoods to anchor institutions (employers, universities), parks, and commercial districts



## Uses of TIF

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TIF incentives can help pay for project-related expenses including:

- Demolition
- Environmental remediation
- Land acquisition
- Public infrastructure
  - Streets
  - Curbs/sidewalks
  - Utility relocation
- Parking
- Buildings
- Equipment





## Origin of TIF-Supported Development Projects

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TIF-supported development projects generally fall into two separate categories:

- City-owned property. The City owns the land and therefore must issue an RFP; developers are selected through a competitive procurement. The City may recommend a TIF incentive to overcome obstacles to development (environmental issues, etc.).
- Community-driven projects. A community organization (CDC, etc.) or anchor institution partners with a developer and requests City support to fund infrastructure. The partners typically request a TIF incentive and negotiate with the City if the project meets the City's criteria.



## Consideration of TIF Incentives

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Not every project that is eligible for TIF incentives will receive consideration by the City. In making this determination, the City's policy is to ask the following questions:

- Is the project supported by the neighborhood?
- Is the project supported by the local anchor institutions (employers, hospitals, universities)?
- Does the project pass the "but for" test?
- Is the project consistent with the community's quality-of-life or similar plan?
- Does the project generate more than enough increment to support the requested TIF incentive?

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**Indianapolis**  
Mayor Gregory A. Ballard



# TIF Results

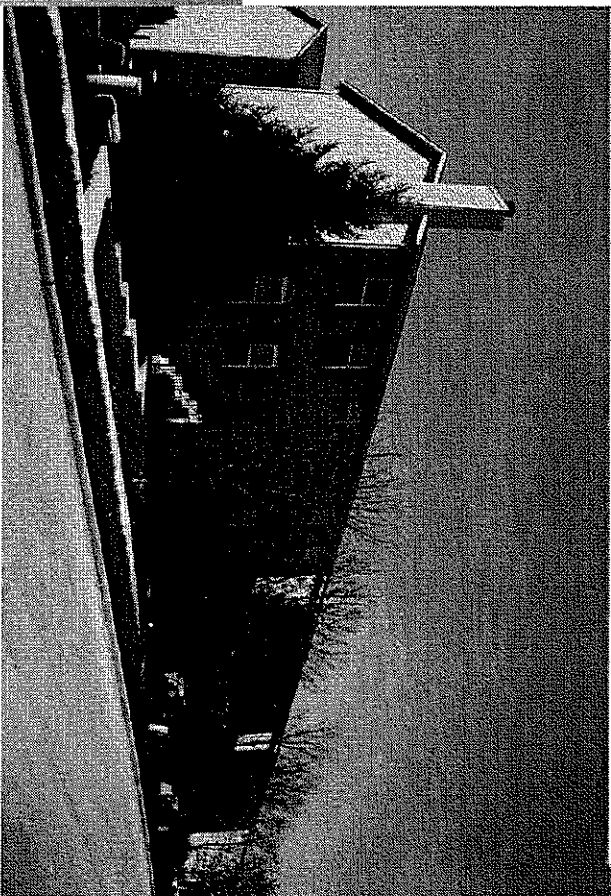
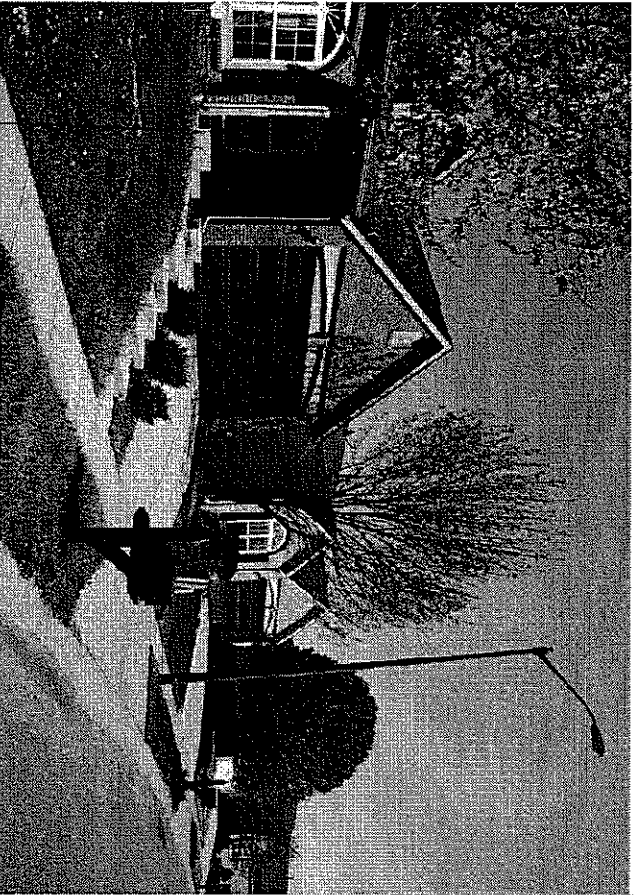
**Maury Plambeck/Jeff Spalding**  
**Metropolitan and Economic Development Committee**  
**March 29, 2012**

# UNWA

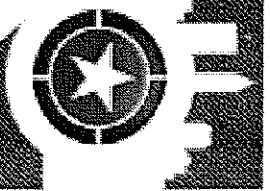
- Long-time deteriorating neighborhood
- Residential Project at 30<sup>th</sup> and White River
- Worked to develop consensus among neighborhood groups and stakeholders
- Improvements to Martin Luther King, Jr. Street
- 5 renovated storefronts, new retail center with a restaurant and liquor store – three others in planning stages
- Pay-as-you-go funding
- Planning on-going



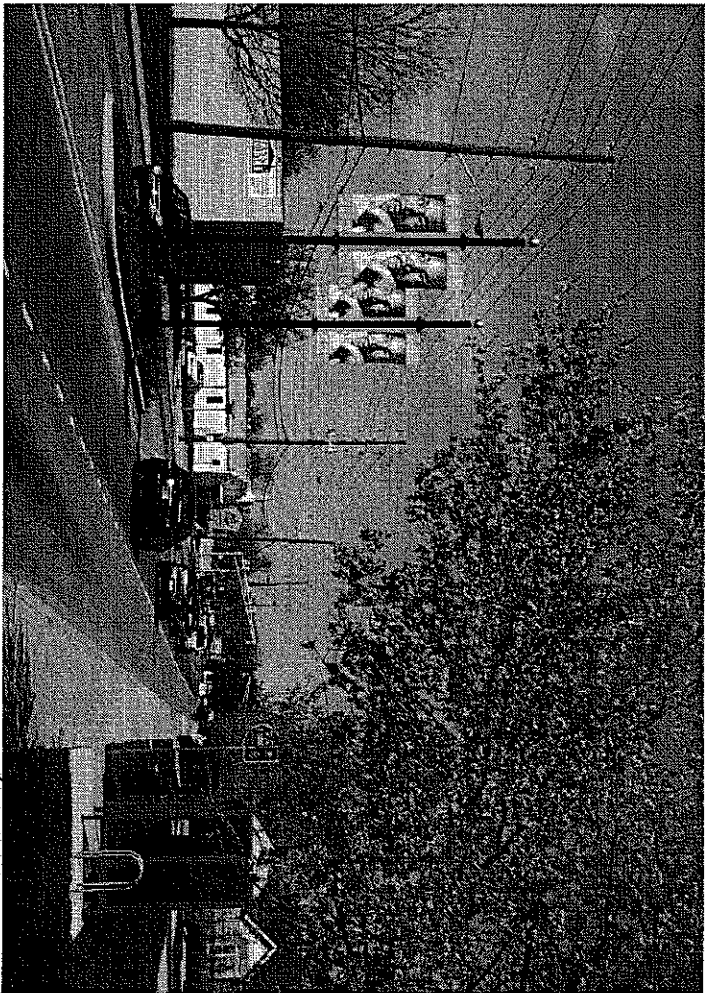
# UNWA



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# UNWA



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# Fall Creek Place

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- Home Ownership Zone
- 80% vacant lots, once called "Dodge City"
- TIF paid for new streets, alleys, street lights, utility stubs
- 454 new/rehabbed homes. Mixed Income.
- Project received numerous local and national awards.

# Fall Creek Place, Phase IV

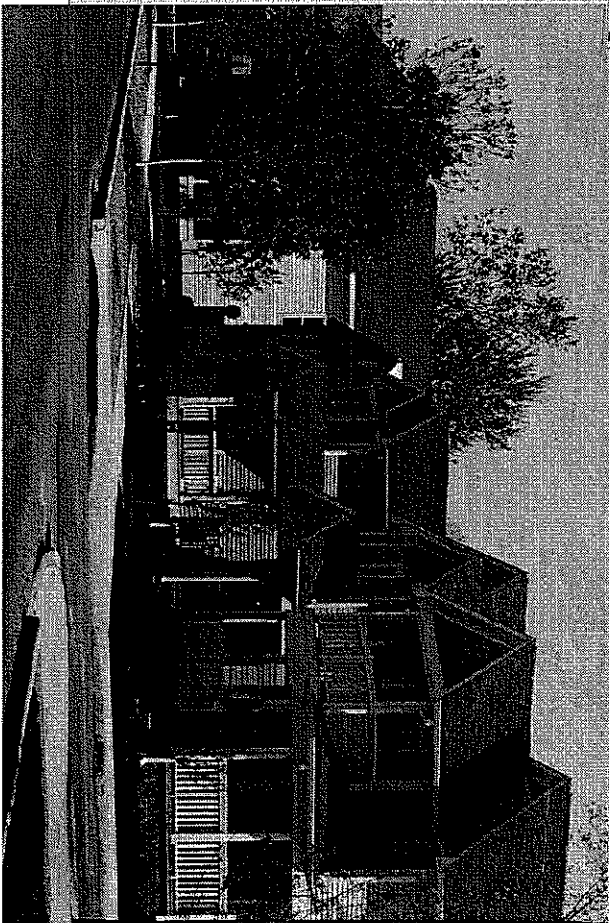
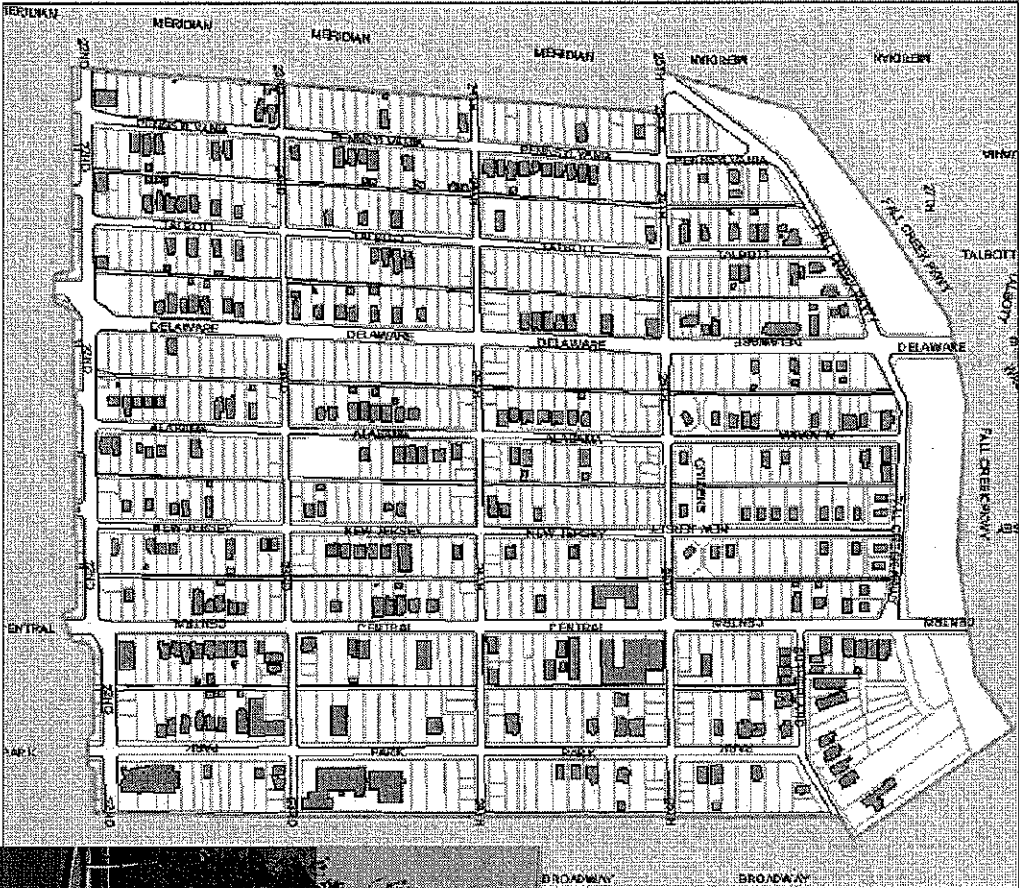
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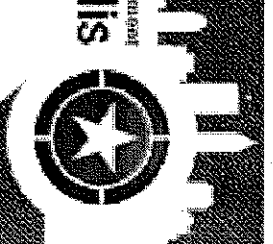
- Hoped to continue success of original Fall Creek Place
- New infrastructure.
- 23 new homes lots sold. Residential development basically stopped, as a result of the economy.
- 41 lots for sale, with some renewed interest.
- 17 lots for sale for condos or apartments.



# Fall Creek Place



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# Martindale-Brightwood Industrial

## Redevelopment Area

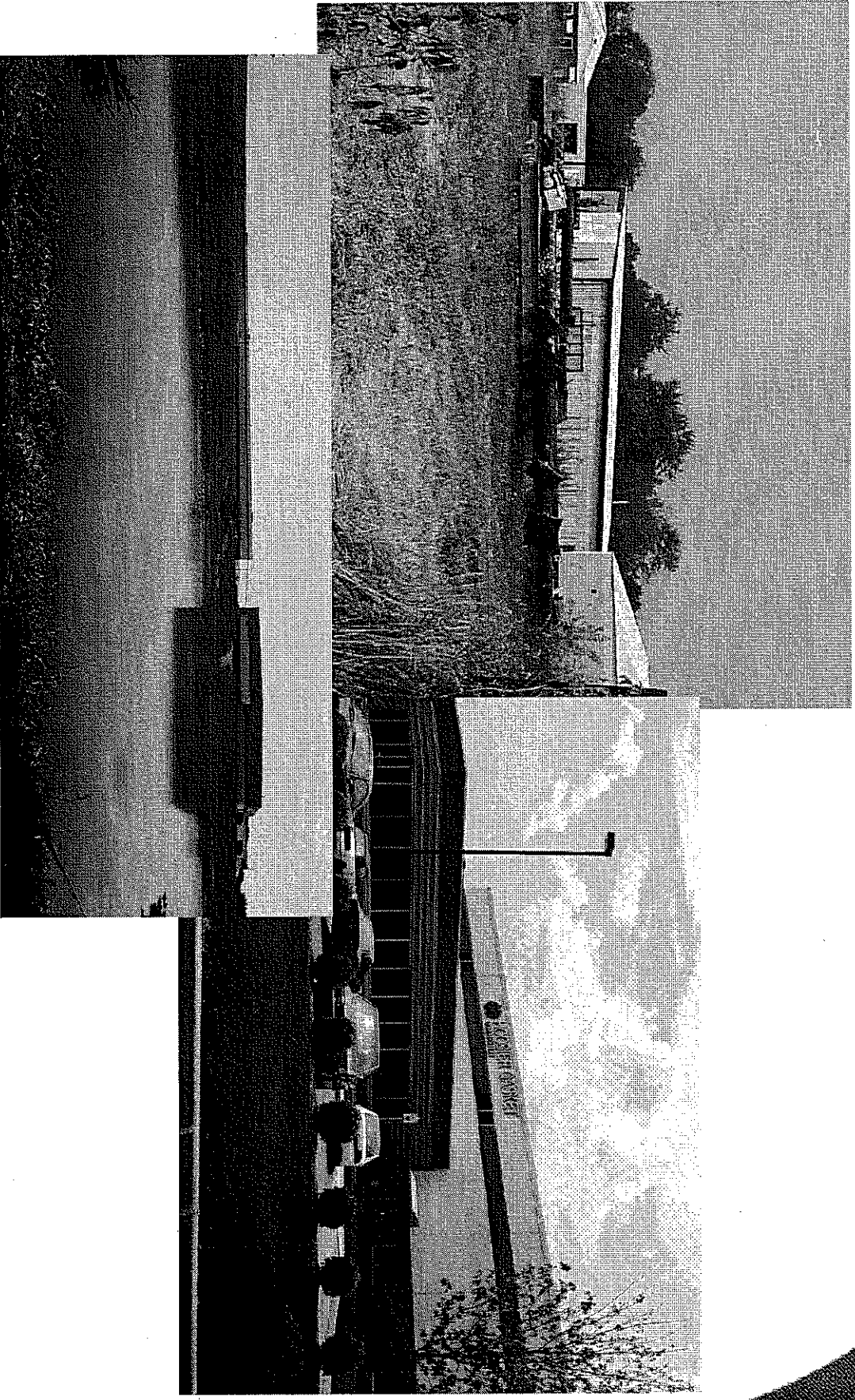
- **Keystone Enterprise Park**
- **Blighted residential/industrial area**
- **Brownfield issues**
- **Lack of jobs**
- **New infrastructure for industrial park**
- **9 businesses moved into the park**
- **221 new jobs**

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# Keystone Enterprise Park

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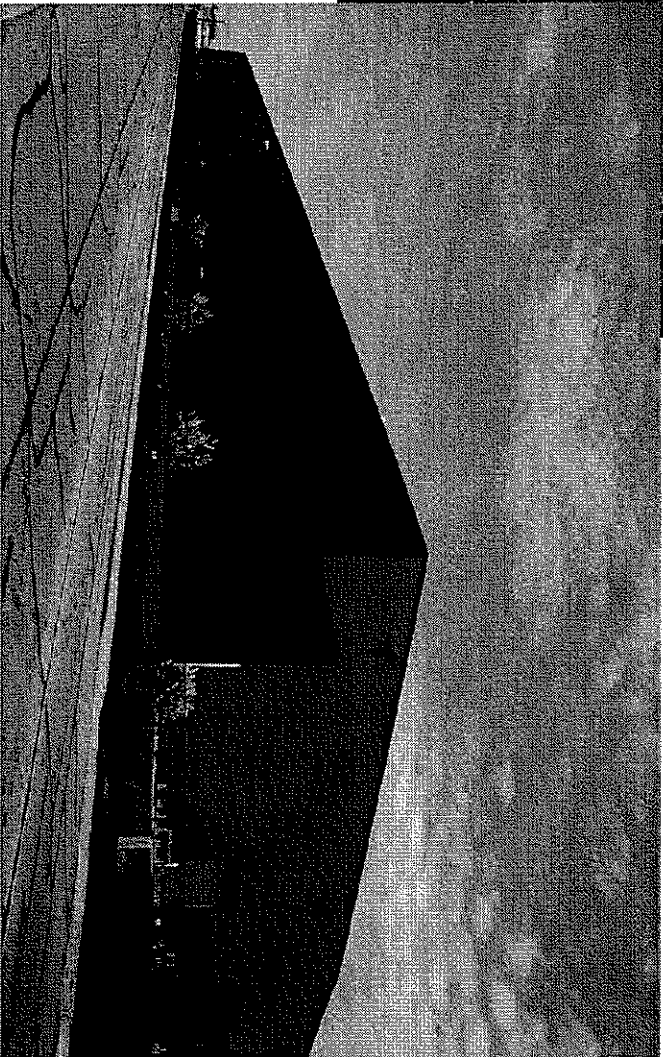
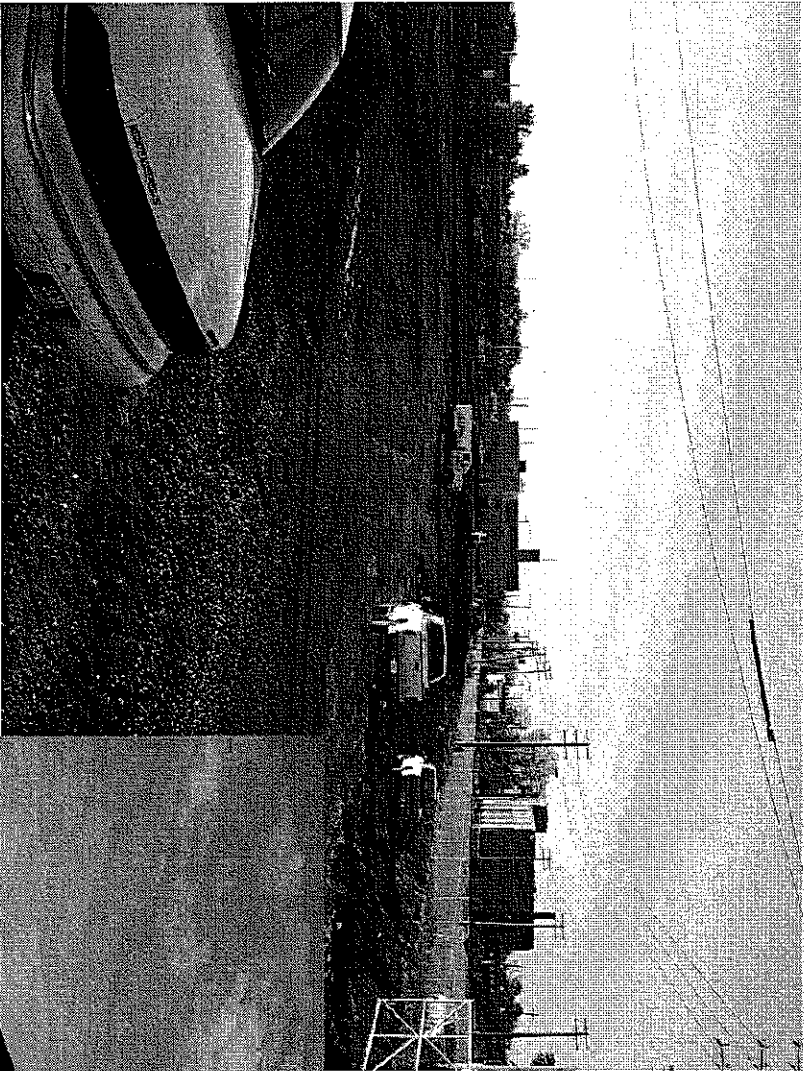
# Martindale Industrial Redevelopment Area

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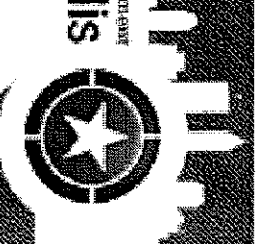


- Blighted, abandoned, industrial property
- Mixed use area with residential and industrial uses
- TIF used to demolish contaminated building and clean up contaminated site
- Clean site
- Major Tool and Machine expanded their operations, invested \$19.35 million into the site, retained 200 jobs and added 53 new jobs

# Former Ertel site



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# Near Eastside HO Tif

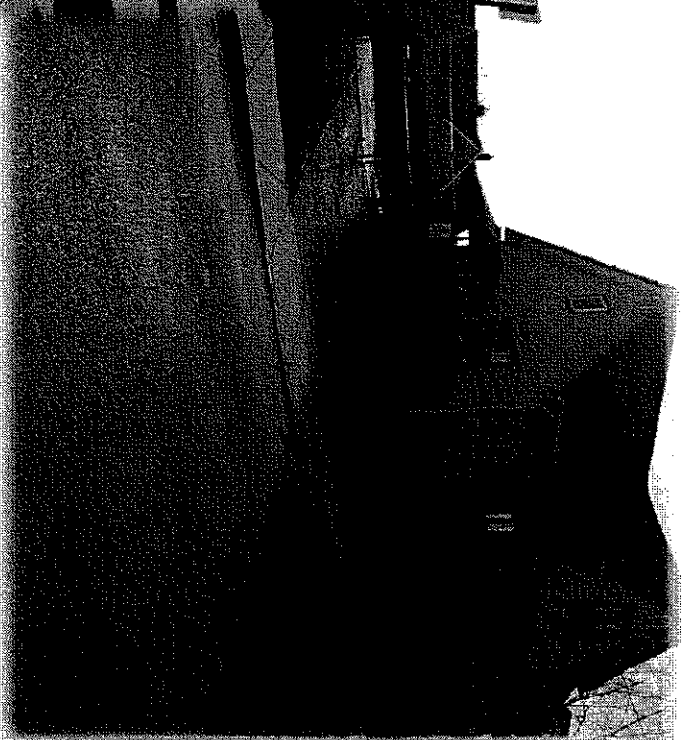
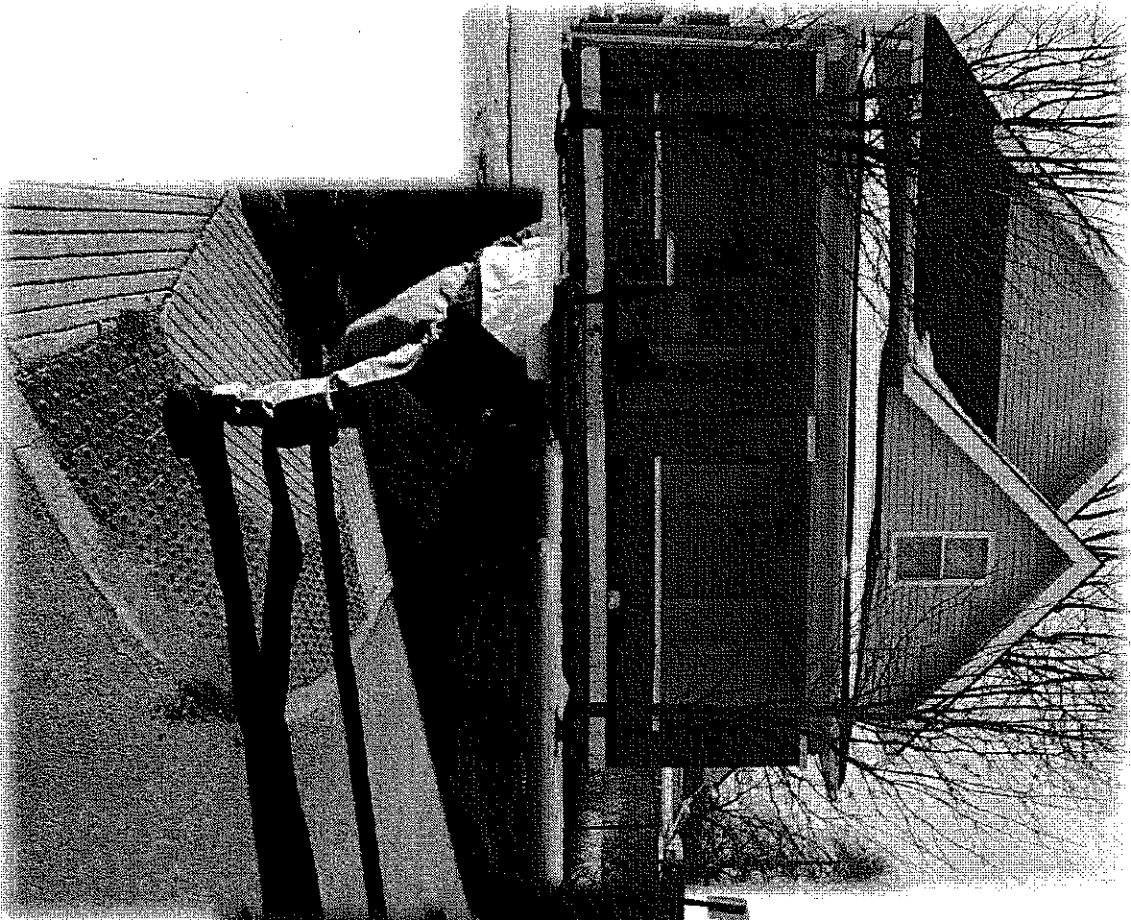
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- Neighborhood plagued by vacant buildings, crime and decreasing property values
- Strong community support, evidenced by Quality of Life Plan
- TIF allowed new infrastructure, including streets, alleys and sidewalks
- 45 new/rehabbed homes and 51 rental units
- 4 neighborhood parks and 4 community gardens

# Near Eastside HoTif

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# 86<sup>th</sup> Street/Zionsville Road

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Mayor Gregory A. Ballard



- TIF funds facilitated infrastructure improvements needed to support expansion of Dow Agro Services Headquarters
- Company had been part of Lilly/Dow partnership
- Headquarters remained in Marion County, retaining 1,031 jobs and adding 677 jobs
- Bonds were issued in 1991 and paid in 2006, and approximately \$6 million in tax revenue is back in the base
- New bonds for additional infrastructure for Dow expansion and ALT expansion were issued in 2010. Those bonds are paid with the new increment from the two expansions.
- 737 jobs created

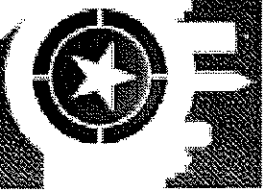
*Created in 1991*



# Dow Agro Sciences



Dept. of Metropolitan Development  
**Indianapolis**  
Mayor Gregory A. Ballard



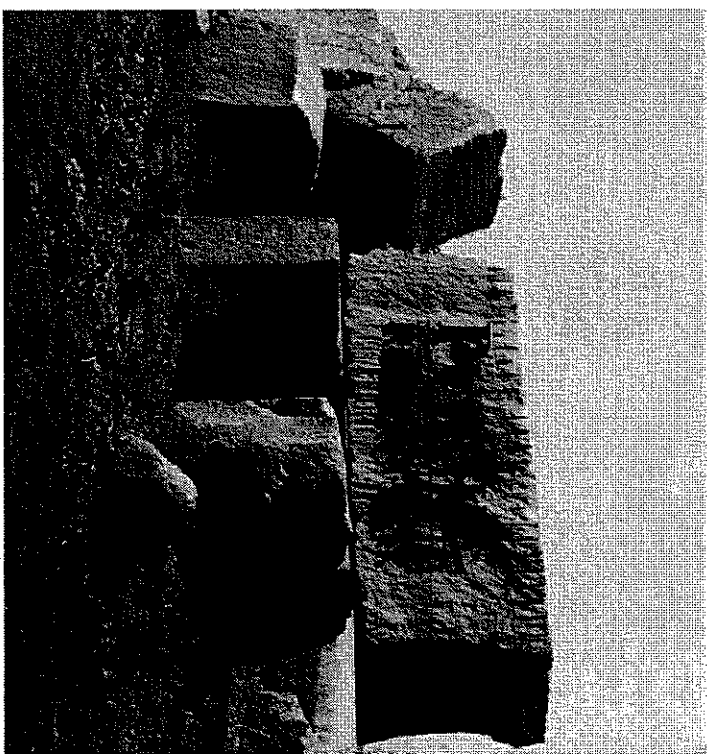
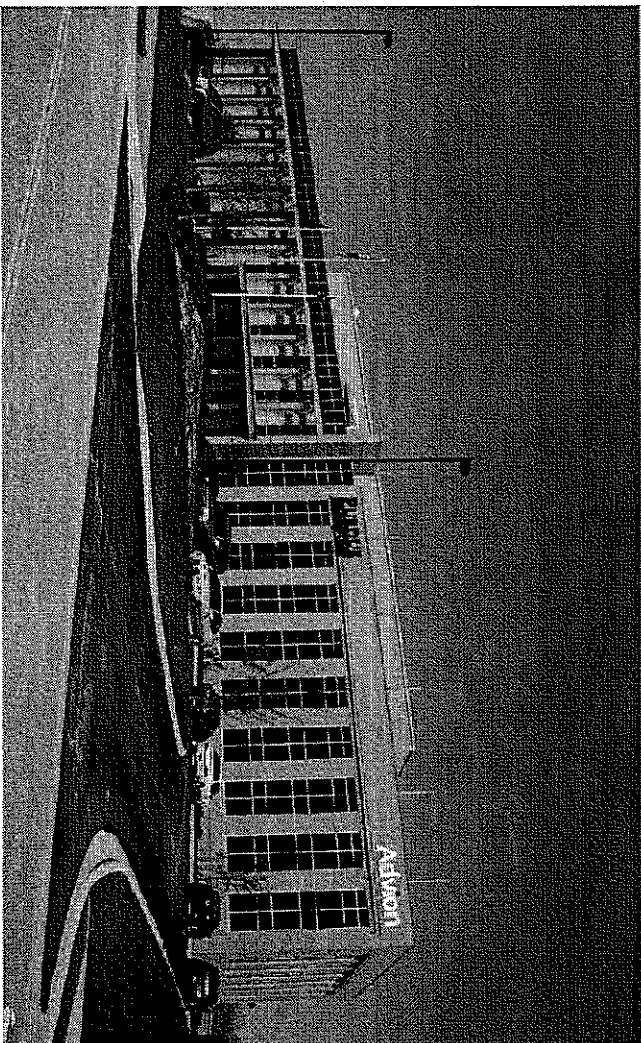
# Airport Economic Development Allocation Area

- Purdue Research Foundation Park at Ameriplex
- TIF invested in infrastructure
- 55,000 sq. ft. office/lab space
- Total investment of \$12,997,000
- 156 jobs created to date

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# Purdue Research Foundation Park

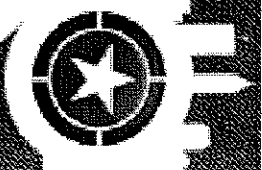


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# Consolidated TIF

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- **Once-deteriorating downtown, with increasing vacancies**
- **Circle Center Mall**
- **Hotels, supporting the convention and leisure travel activities**
- **Georgia Street**
- **City Market**

# Consolidated TIF benefits

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- **Vibrant downtown**
- **Pedestrian-friendly, for residents and visitors**
- **Abundant shopping, restaurant, cultural and entertainment opportunities**
- **Variety of residential opportunities**
- **Downtown is one of the best in the Midwest**
- **Monument Circle named one of APA's Great Places in America, 2011**

# Consolidated TIF benefits

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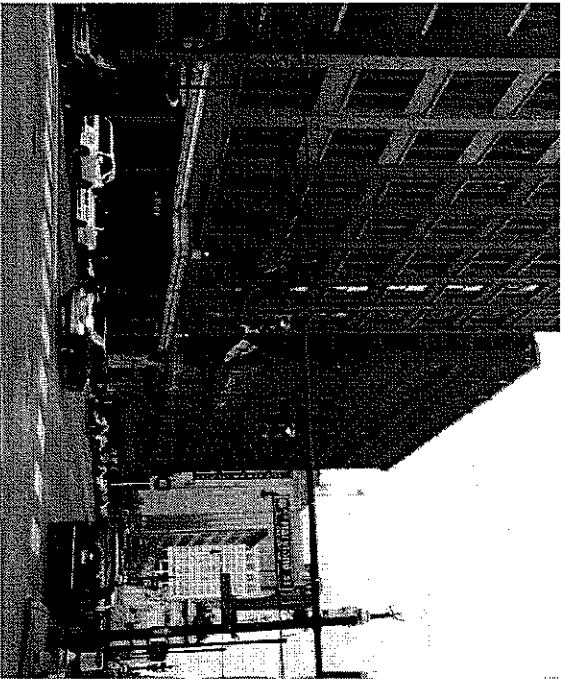
- **Pan Am Games**
- **Numerous Olympic qualifying events**
- **Numerous Final Four basketball tournaments**
- **Numerous Big 10 conference events**
- **Numerous conventions**
- **Super Bowl XLVI**

# Consolidated TIF

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# Consolidated TIF



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# Supplemental Tools

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- **Community Development Block Grants and HOME funds**
- **Section 108 loan**
- **Home Ownership Grant**
- **Neighborhood Stabilization Funds**
- **Local infrastructure funds**

# Supplemental Tools

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- **Grants from Environmental Protection Agency and Indiana Department of Environmental Management**
- **Grants from non-profit and philanthropic organizations**
- **Private Investment**

# Comparison of development tools

- Improvements from TIF benefit the community as a whole, usually as some type of infrastructure
- Properties in TIF districts pay full taxes
- Improved infrastructure often provides an incentive for more development within District
- Tax abatement benefits the community by increased jobs and property investment
- Tax abatement provides dollar savings for a property owner, by reducing new tax liability for a limited time

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# Potential measurements

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- Completion of specific infrastructure projects
- Bond/financing payment
- Jobs
- Residential development
- Commercial development (retail, restaurants, etc.)
- Industrial development
- Increase in tax base (assessed valuation)

# Potential measurements

- Capital investment
- Property and Income Taxes
- M/W/V/BE participation and opportunities

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